

# Kaizen Foundations

---

## 1- Introduction and Overview

# KAIZEN (Original Definition)

改

KAI

Change

善

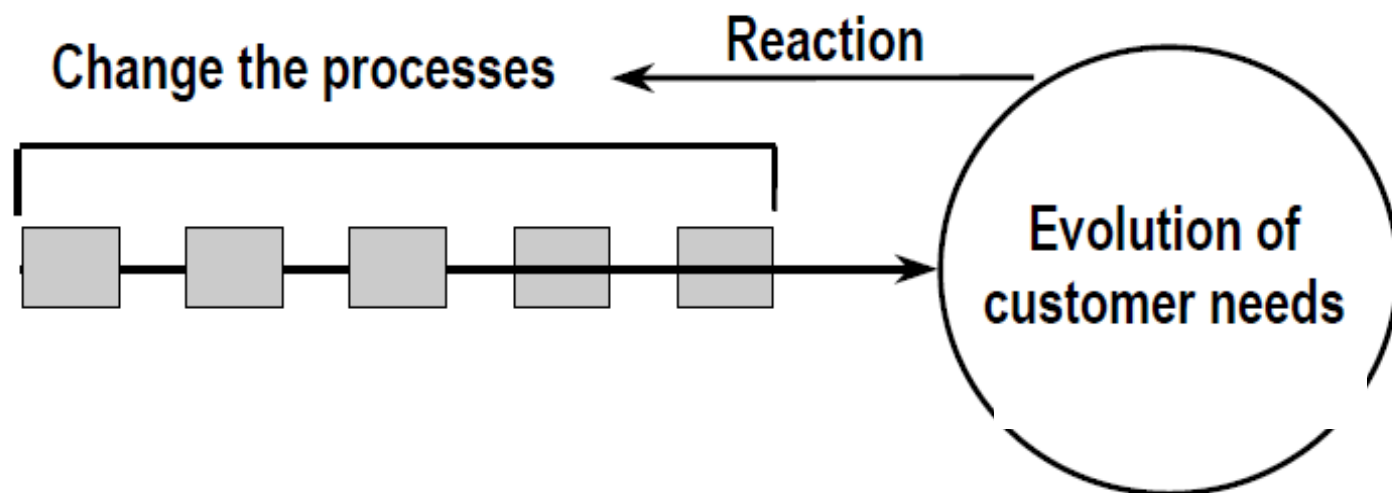
ZEN

Make good

改善

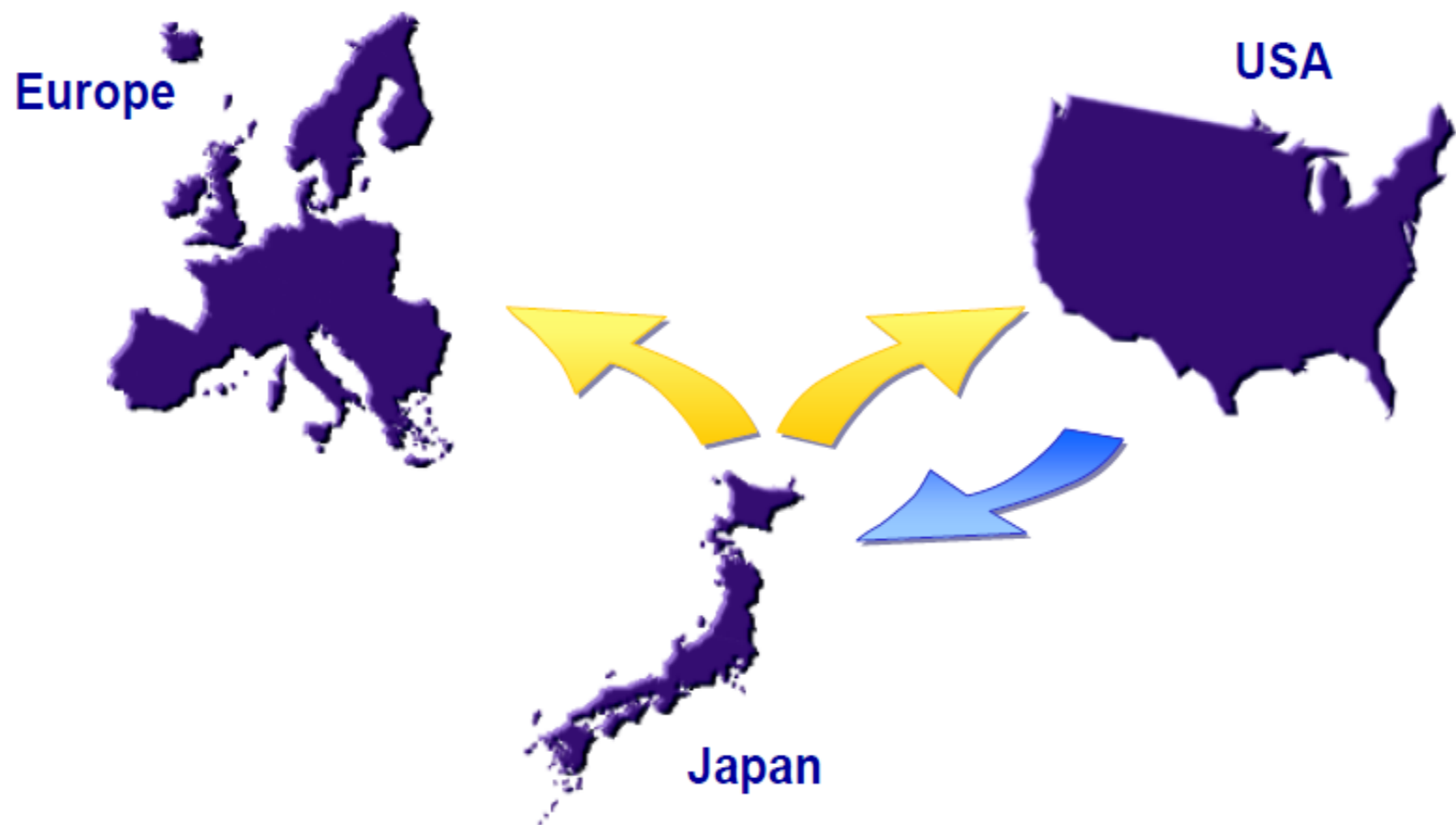
**KAIZEN = Continuous Improvement**

# The KAIZEN® Challenge



1. Understand exactly what the customers want and what they are prepared to pay for;
2. Create the **best, safest and easiest** way to supply their needs.

# KAIZEN® - the genesis



# History

---

The Kaizen approach was born in the 80's with the book from MASAAKI IMAI that became a worldwide best seller: "Kaizen the key to Japan's competitive success".

But its origin is more distant because we can bring it closer to the great movement of Japan economic rebuilding after the war. During this time, most of the core concepts appeared: the Just in Time, the 5S, the research of permanent improvement, PDCA, the zero defect and the quality circles... Famous characters like Deming or Taiichi Ohno enormously brought to what will be summarized later under the name of KAIZEN.

Kaizen makes reference to various tools and concepts coming from multiple and international sources, and finally covers a very broad sphere of activities.

Toyota is the worldwide most representative company of the Kaizen approach.

# History : some dates

---

1986

MASAAKI IMAI « **Kaizen® - The key of Japan's competitive success** » .

Foundation of his own Management Consulting company, Kaizen® Institute in USA and Europe.

1991

Kaizen® Institute is established in London

1993

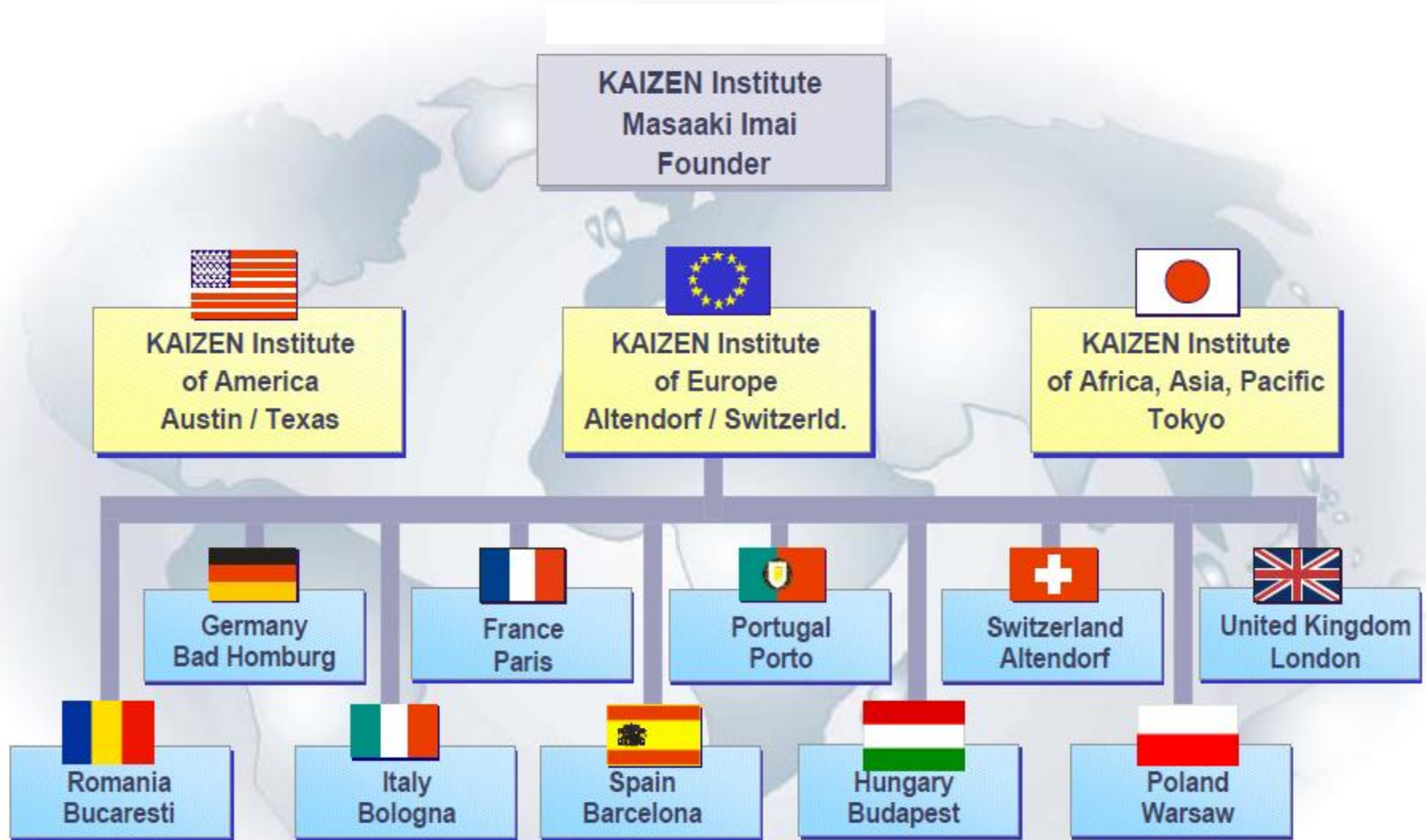
The word « kaizen » is admitted in the Oxford dictionary. Now it is an English word

1997

MASAAKI IMAI wrote « **Gemba Kaizen® - A Common Sense Low Cost Strategy** »

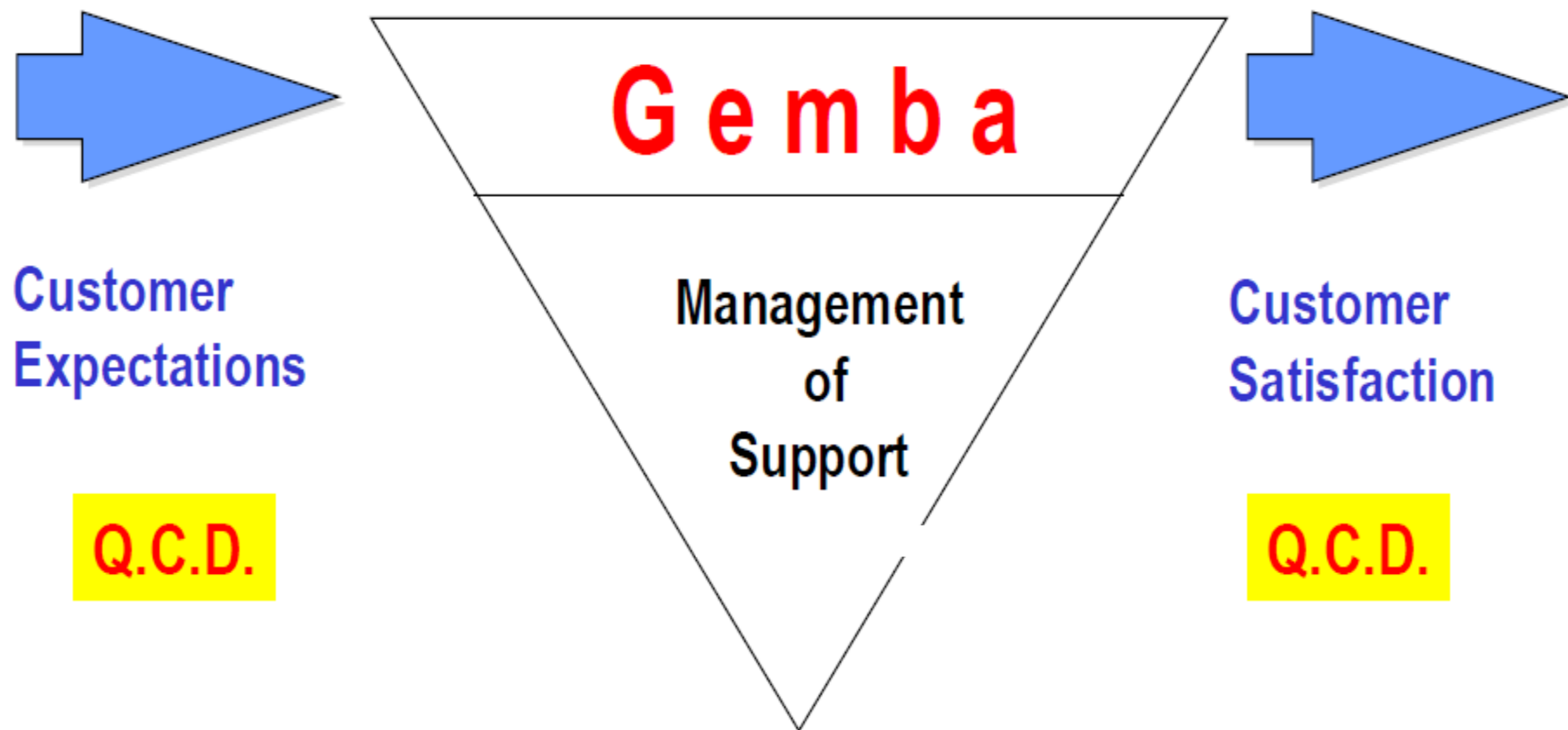


# Kaizen Institute Worldwide



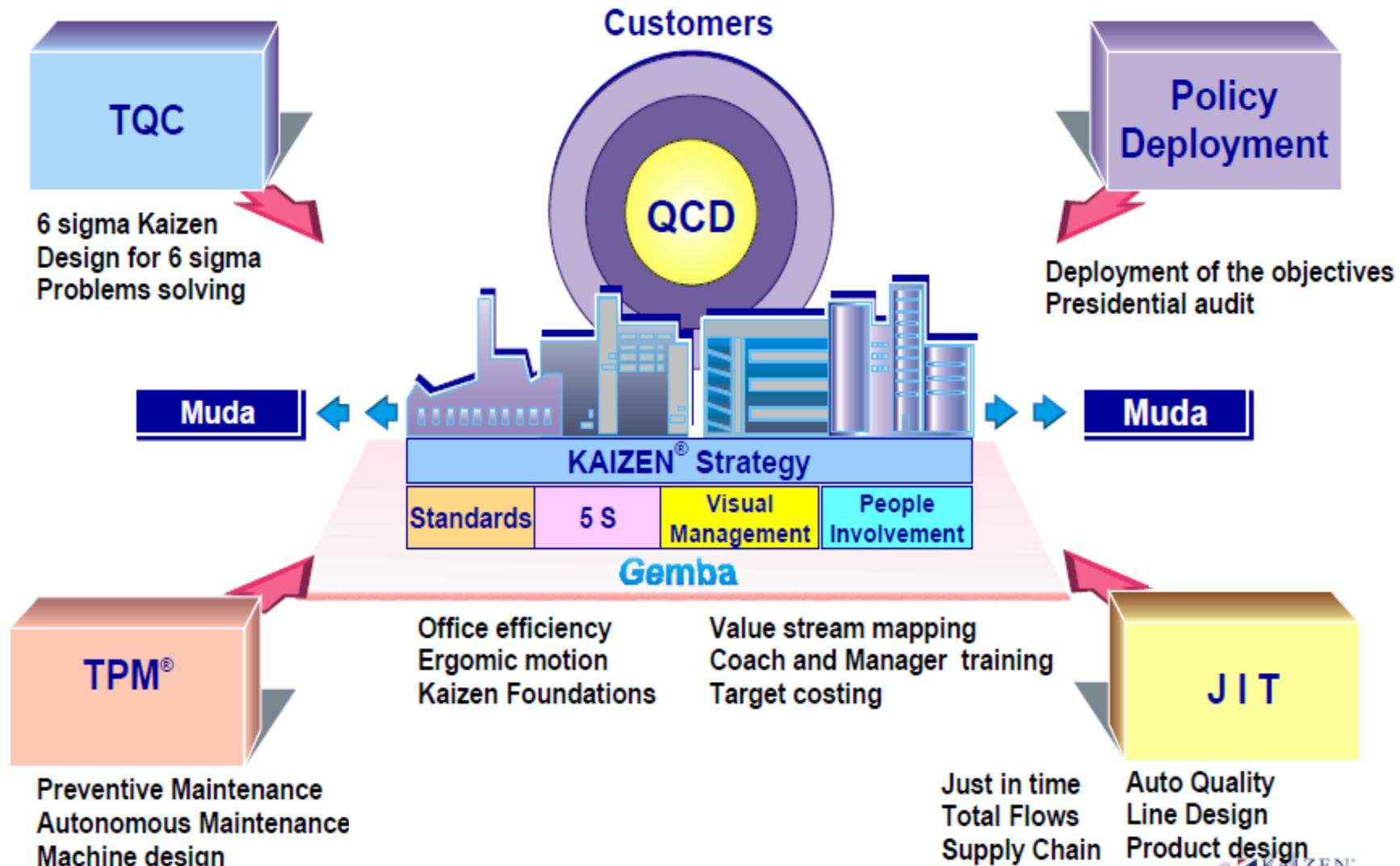
# Kaizen® type of organisation

---





# Kaizen® Management System



## **2 - Resistance to changes**

# Resistance to changes

---

**A paradigm is a model, a rule or a habit which influences our way of interpreting a given situation or problem. When we react to a situation in a stereotyped or usual way this is called a paradigm.**

**Each person reacts according to the paradigms adopted. They form the main cause of resistance to changes.**

**“We cannot hope to solve our most difficult problems with the same thinking that created them.”** (Albert Einstein)

**“The way we see the problem is the problem.”** (anonymous)

**“The true discovery consists, not in searching for new lands, but in looking through new eyes.”** (Proust)

# « Paradigms »

---

The **video** you are going to see next shows how paradigms influence our behaviour.

When watching the video think about two things :

1. What are the paradigms that influence the behaviours and culture in your company ?
2. What impact the “return to zero” has on you ?

Video duration: 38 min.

# Kaizen<sup>®</sup> foundations

---

## **3- Kaizen<sup>®</sup> issue : changing paradigms**

# Old paradigm: replace the management

---

*« Managers job is to manage change.*

*If they fail they must be replaced."*



# Old paradigm: change strategy

---

Situation    The world and companies are constantly moving

## Causes of changes

- Mergers and acquisitions
- Downsizing and withdrawal of investments
- Restructuring programme

## Possible Consequences \_\_\_\_\_

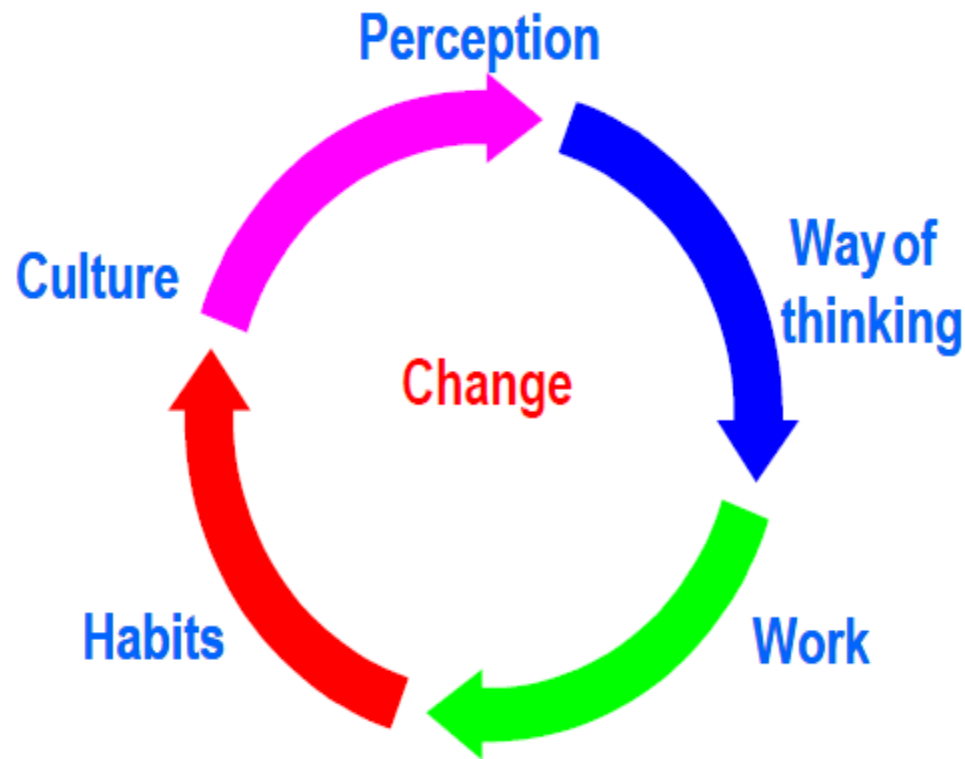
- Disruptions
- Morale is reduced
- Trust is reduced
- Competitiveness

# New paradigm: change behaviour of people

- Change perception allow to change the way of thinking
- Change the way of thinking allow to change behaviour
- Change behaviour allow to change habits and concepts
- Change habits allow to change culture
- Change culture allow to change perception

# New paradigm: change behaviour of people

---



**Perception :** Observe reality and collect data

**Way of thinking:** Apply the 3 Kaizen principles

**Behaviour at work:** Implement best practise concepts

**Habits:** Follow best practise concepts

**Culture:** Everybody should look constantly for improvement

# Old Quality Paradigm

---

Situation      Customer expectations are getting stronger

## Management reaction

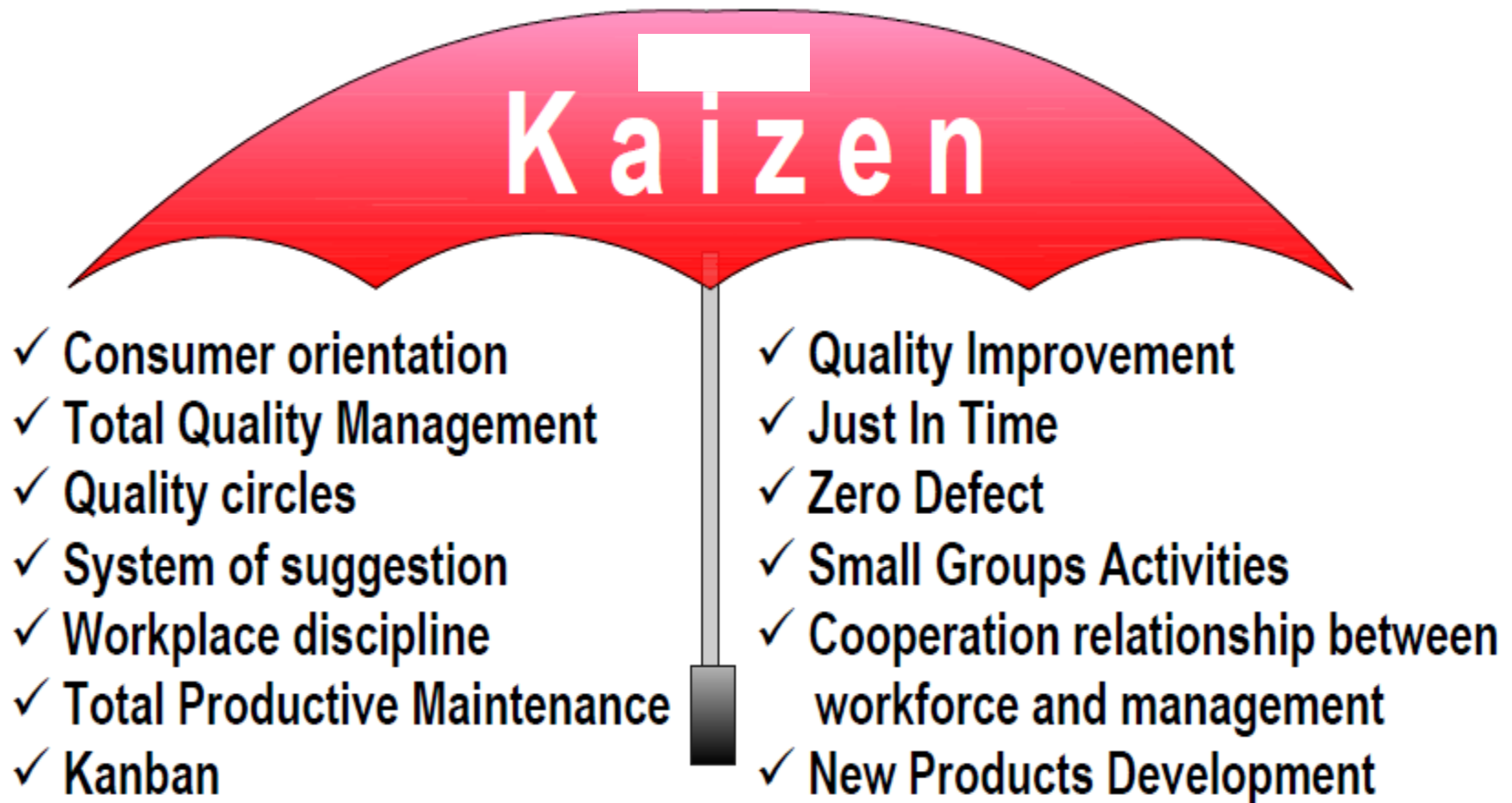
- Organisational changes
- Introduction of lots of tools and techniques
- Slogans use
- Fragmented and isolated approaches

## Consequences

- No true change of daily work and culture
- Project “in fashion”
- Trust reduction
- Management replacement

# New Quality Paradigm : Kaizen umbrella

---

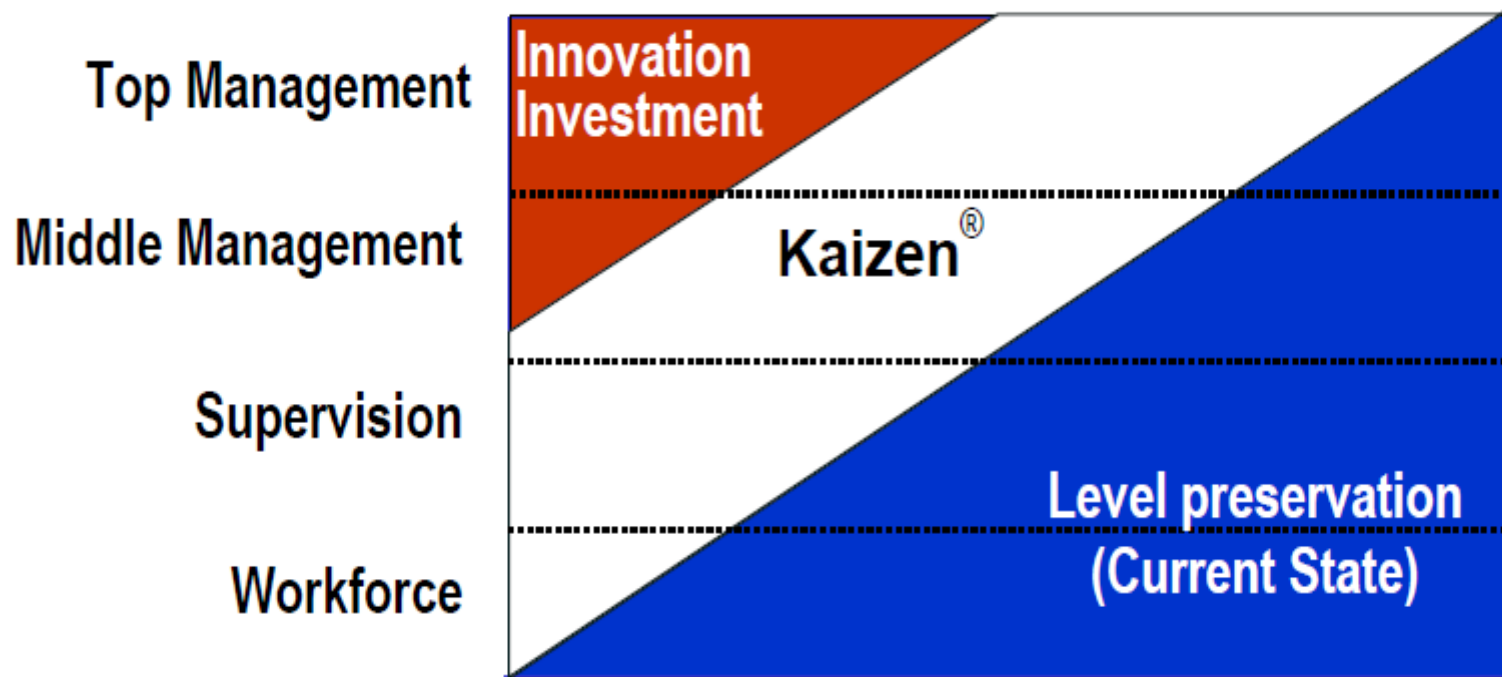


# Three improvement types

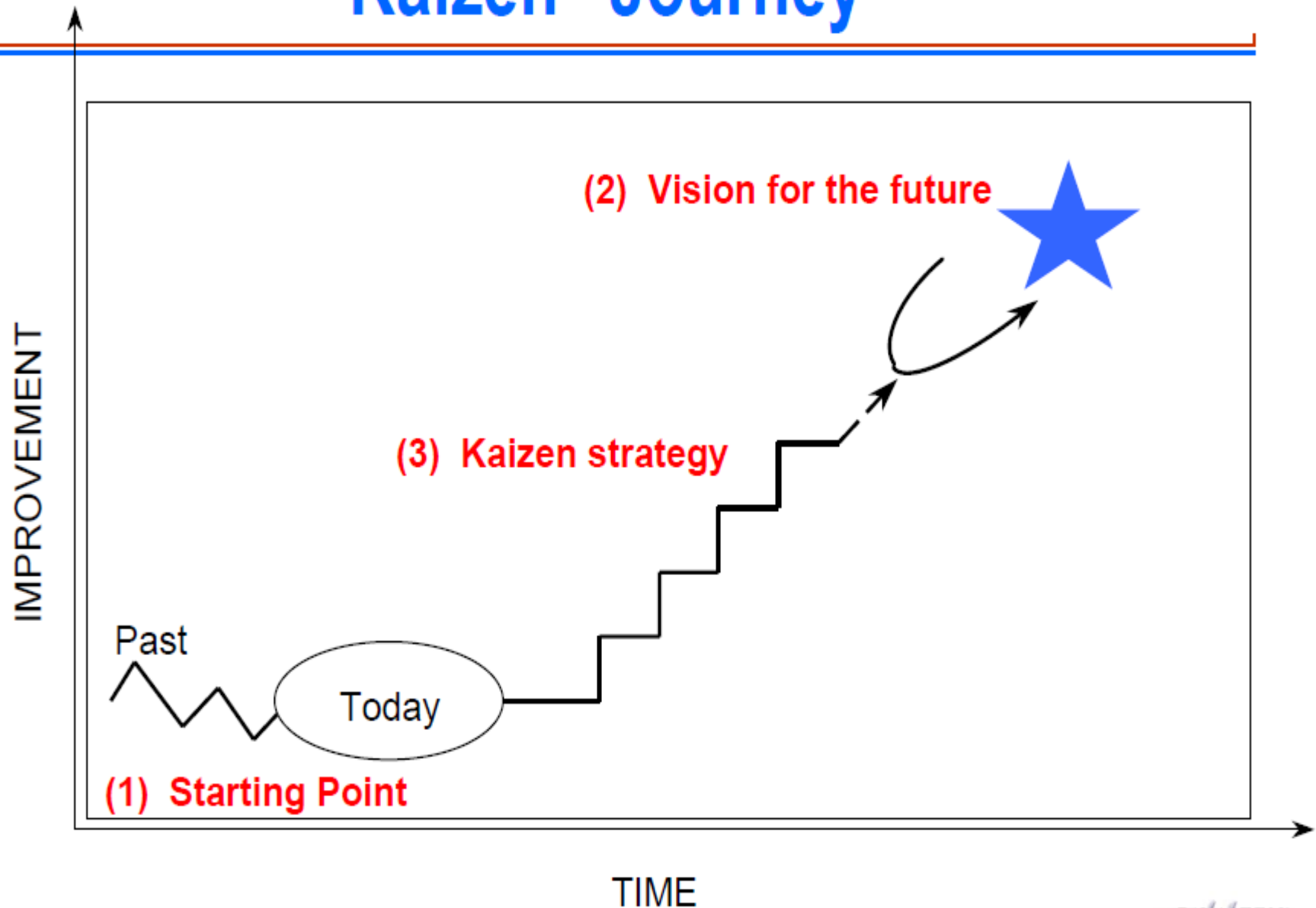
<b>Standardisation</b>	<b>KAIZEN®</b>	<b>Innovation</b>
Reduce variability	Small steps	Big steps
Current know-how	Conventional know-how	Technological breakthrough
Discipline	Efforts	Costly
Process oriented	Process and results oriented	Results oriented
Constant	Frequent	Rare



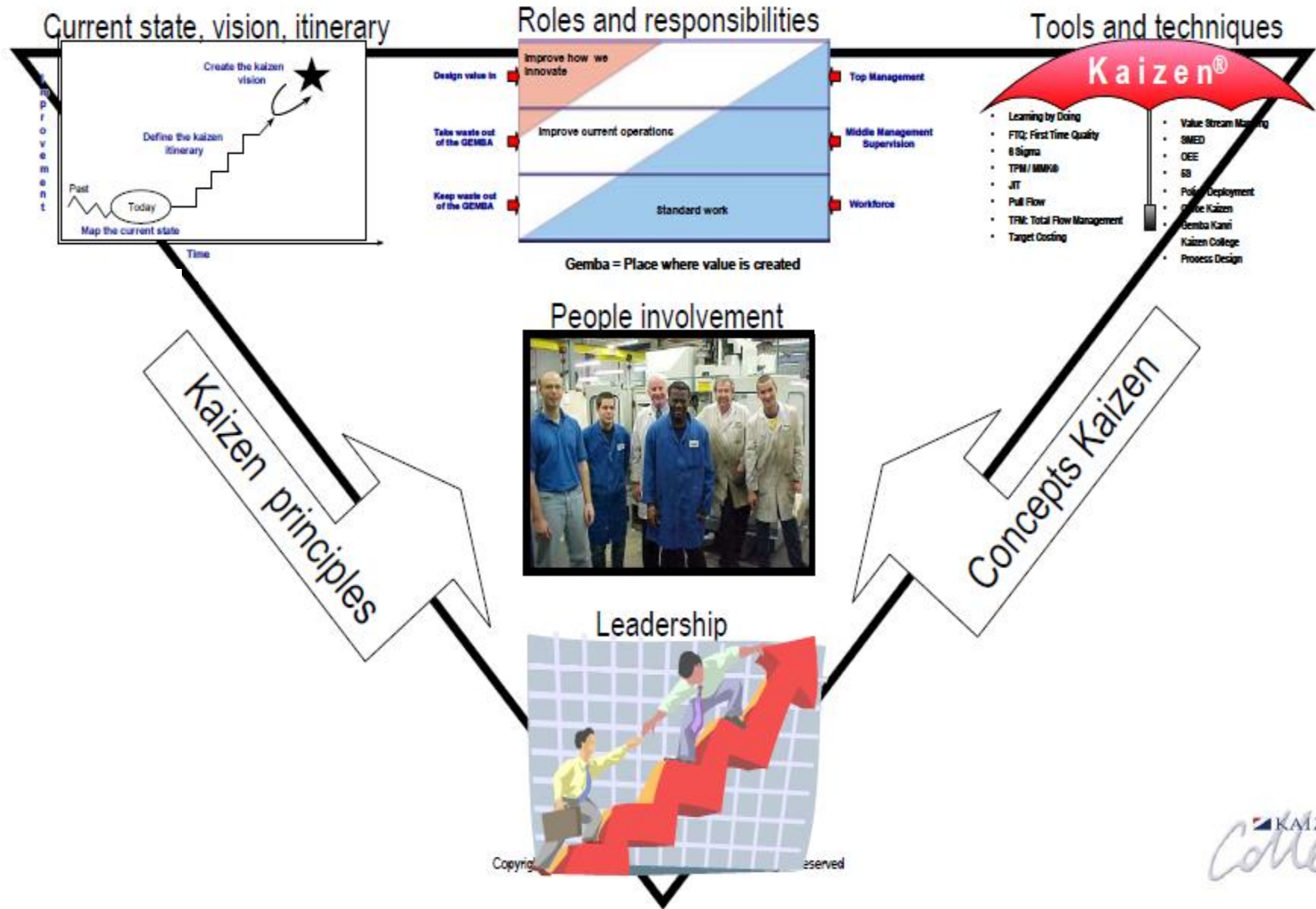
# KAIZEN<sup>®</sup> : Continual Improvement



# Kaizen® Journey

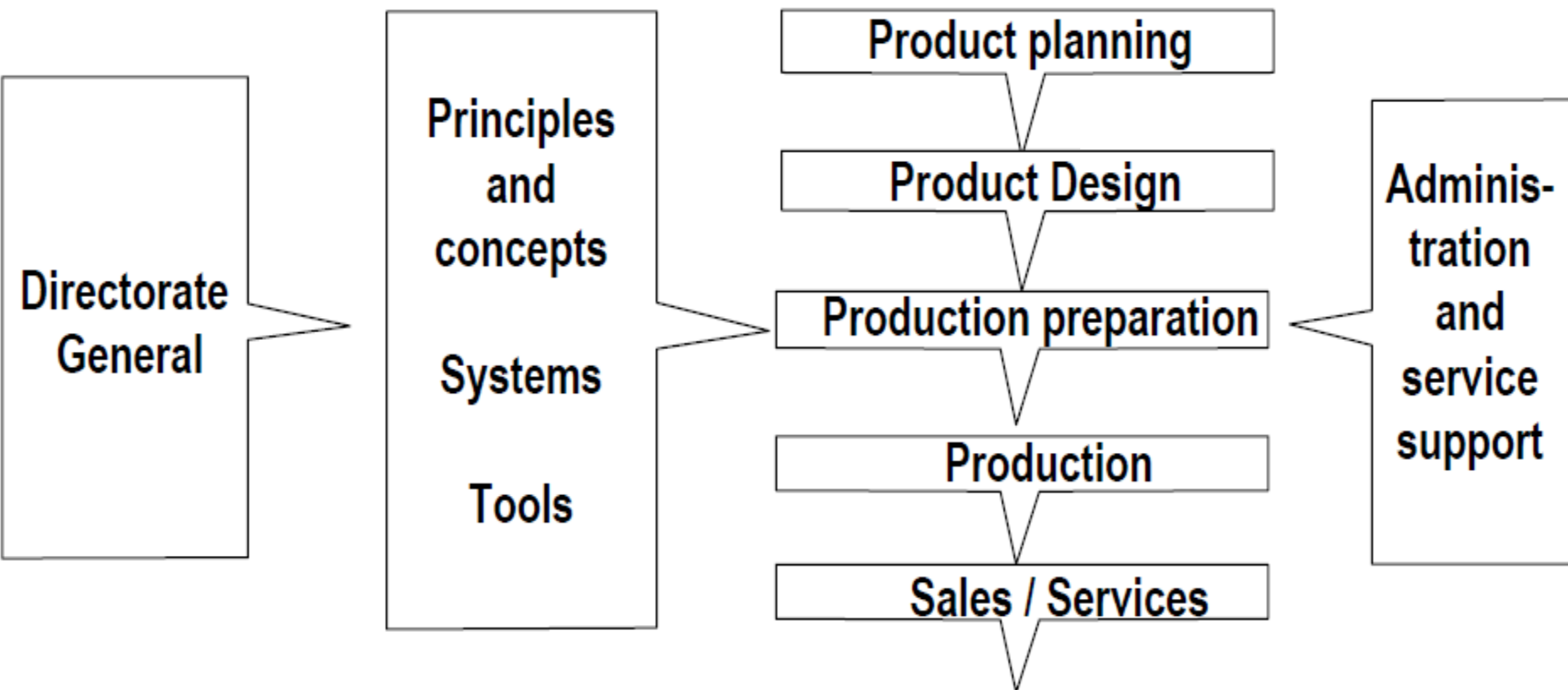


# Working approach and entrepreneurship



# Kaizen Strategy

Customer expectations (QCD)



Customer satisfaction (QCD)

# Kaizen application fields

---

Kaizen<sup>®</sup> is a way to improve all work aspects

- **JIT**                      Kaizen<sup>®</sup> of flow
- **TPM / MMK<sup>®</sup>** Kaizen<sup>®</sup> of material environment
- **TQC/TQM**              Kaizen<sup>®</sup> of management system : Total Quality
- **RH**                      Kaizen<sup>®</sup> of personal skills  
                                 Kaizen<sup>®</sup> of social, hierarchical and transverse relations.

# New Top Management paradigm

---

- Forecast trends and changes on long term
- Fund innovation activities
- Top down and bottom up leadership for continual improvement
- Support KAIZEN<sup>®</sup> concepts and philosophies by action
- Establish, maintain and continually improve your own work process



# New Middle Management paradigm

---

## Team up with supervision to

- Orient and develop innovating activities
- Integrate continuous improvement activities through systems and functions
- Deploy the data of customer needs
- Apply KAIZEN® principles and concepts
- Maintain and improve his own work process
- Require and implement the best, surest and easiest work process
- Solicit improvement ideas and facilitate their application

# New Supervision paradigm

---

## Team up with Management to

- Apply KAIZEN<sup>®</sup> principles and concepts
- Put into practice data of customer needs
- Maintain and improve his own work process
- Enforce the best, surest and easiest work process
- Solicit improvement ideas and organise their implementation
- Develop workforce in the workshop

# New Workforce paradigm

---

- Use and respect the best, surest and easiest process
- Improve work process
- Produce and implement the essential improvement ideas
- Seek constantly to progress

# Management resistance to the change

---

- Roles evolution in the organization
- Personal career plans
- Redefinition of authority and power roles
- Mistrust of the «common good»
- Not laid out to «lose control»
- Personal insecurity

# Kaizen foundations

---

**4 - The Gemba is the  
heart  
of the company**

# Gemba

---

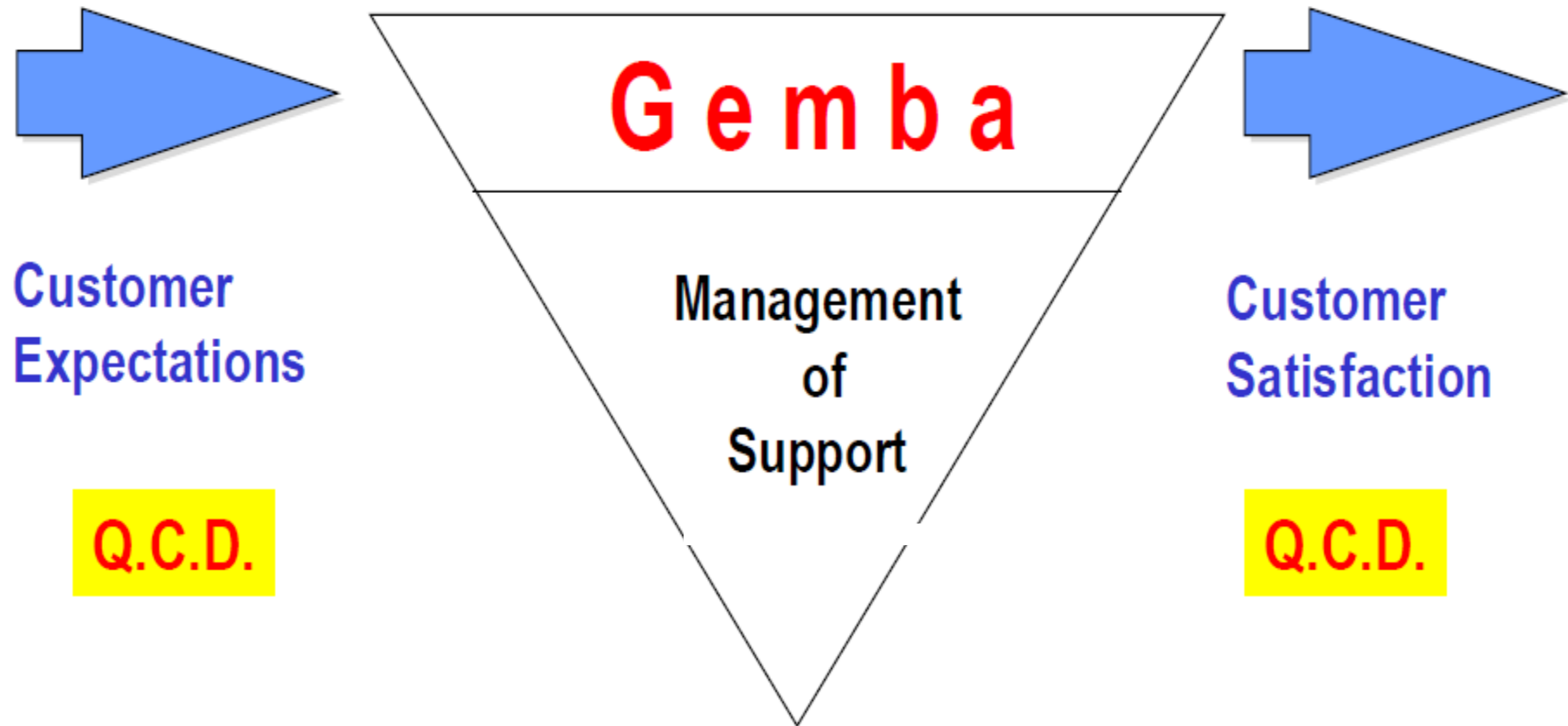
- Where the work is done
- Where the value is created
- Where problems are owned and resolved
- Where the operators work

*The role of the management is more to assist and coordinate the operators on the Gemba...*

*...than to give orders and control the people*



# Kaizen® type of organisation



# Gemba : 6 attitudes

---

1. When an abnormality occurs, first go to the *Gemba*
2. Check with *gembutsu* (machine, material, failures, rejects, unsafe conditions, etc....)
3. Take temporary countermeasures on the spot
4. Find the root cause (*gemjitsu*)
5. Install permanent countermeasures
6. Standardise to prevent re - occurrence

# Gemba: methods to obtain a dynamic Gemba

---

- Help people understand their improvement responsibilities
- Give people time to improve
- Give people time to develop trust within the organisation
- Management must take risks and lead the process by recognizing success and confronting issues
- Be careful that those who design the Gemba do not believe that their job is superior to Kaizen activities

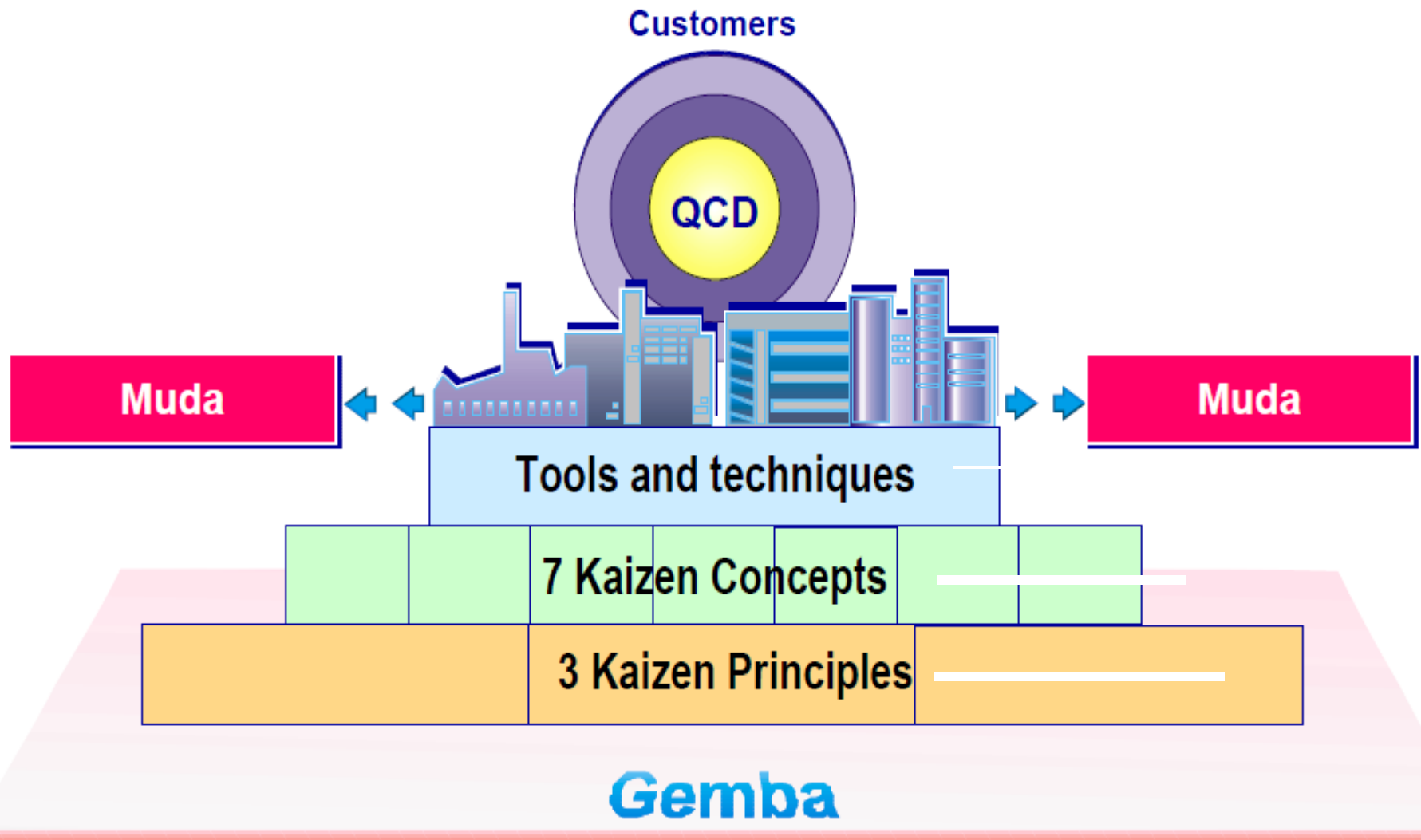
# The wet blanket list

---

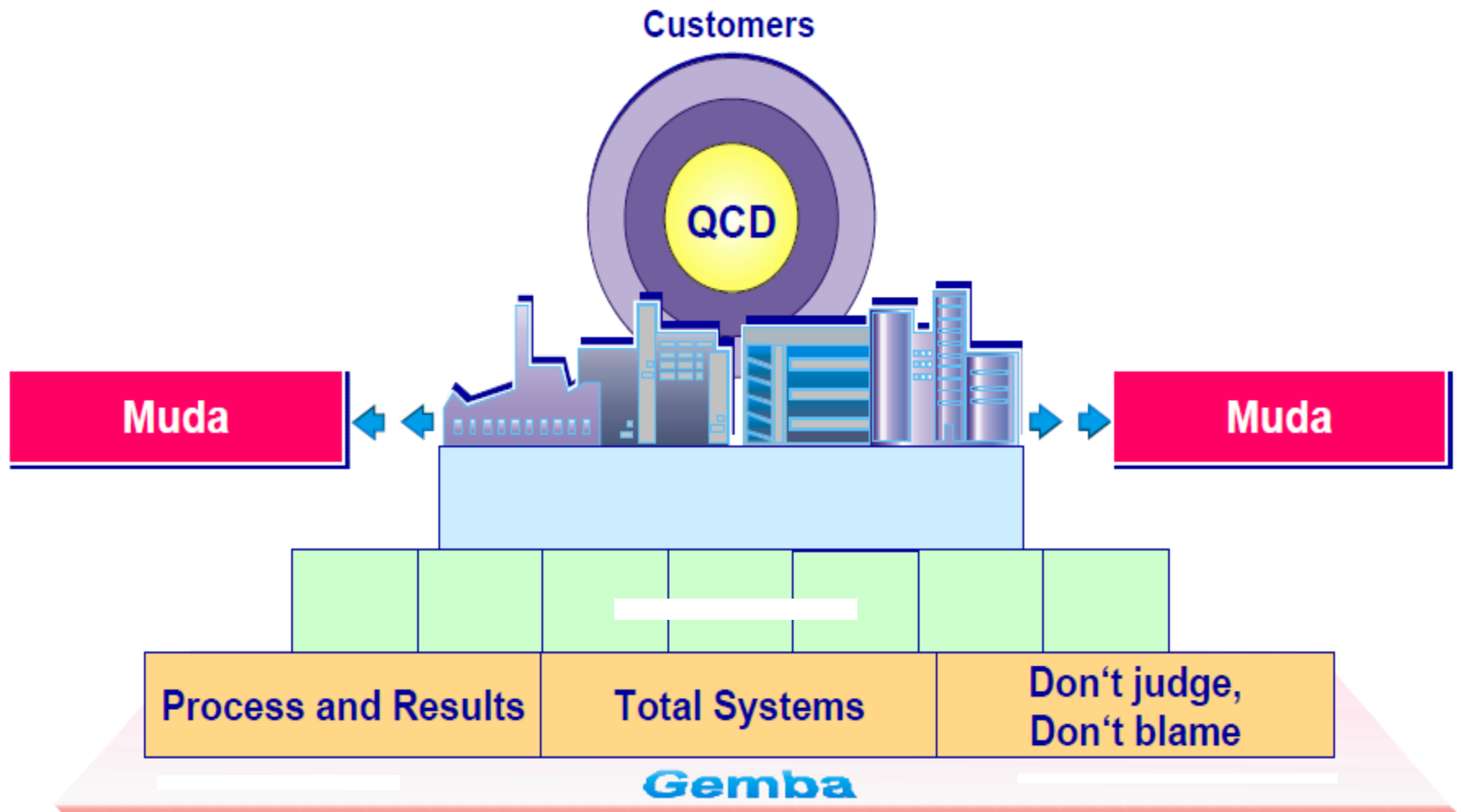
- I'm too busy to study it
- It's a good idea but the timing is premature
- It is not in the budget
- Theory is different from practice
- Isn't there something else for you to do
- I think it doesn't match corporate policy
- It is not our business; let someone else think about it
- It's not improvement it's a common sense
- I know the result, even if we don't do it
- Can't you think of a better idea

## 5- Three KAIZEN® principles

# Kaizen® foundations



# KAIZEN<sup>®</sup> foundations



# The 3 KAIZEN<sup>®</sup> principles

---

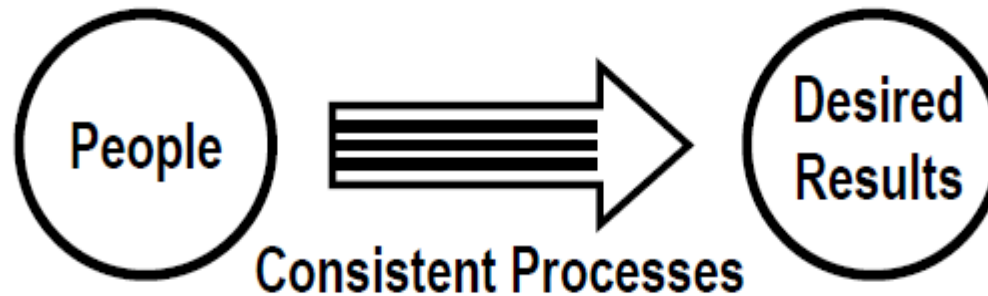


- ☐ Process and results
- ☐ Total systems
- ☐ Don't judge / don't blame

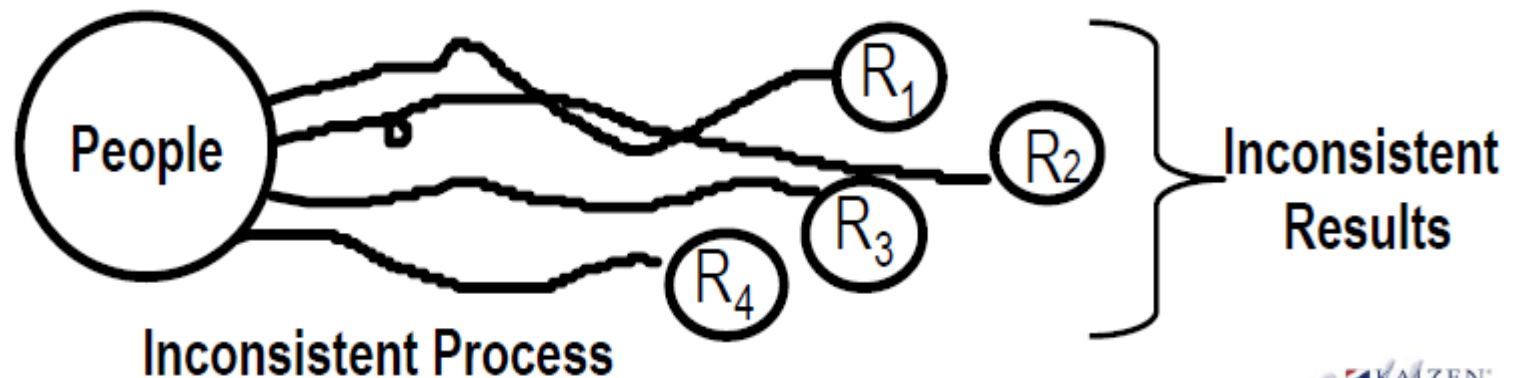


# Quality process lead to quality results

KAIZEN<sup>®</sup> = People using Process to get Results

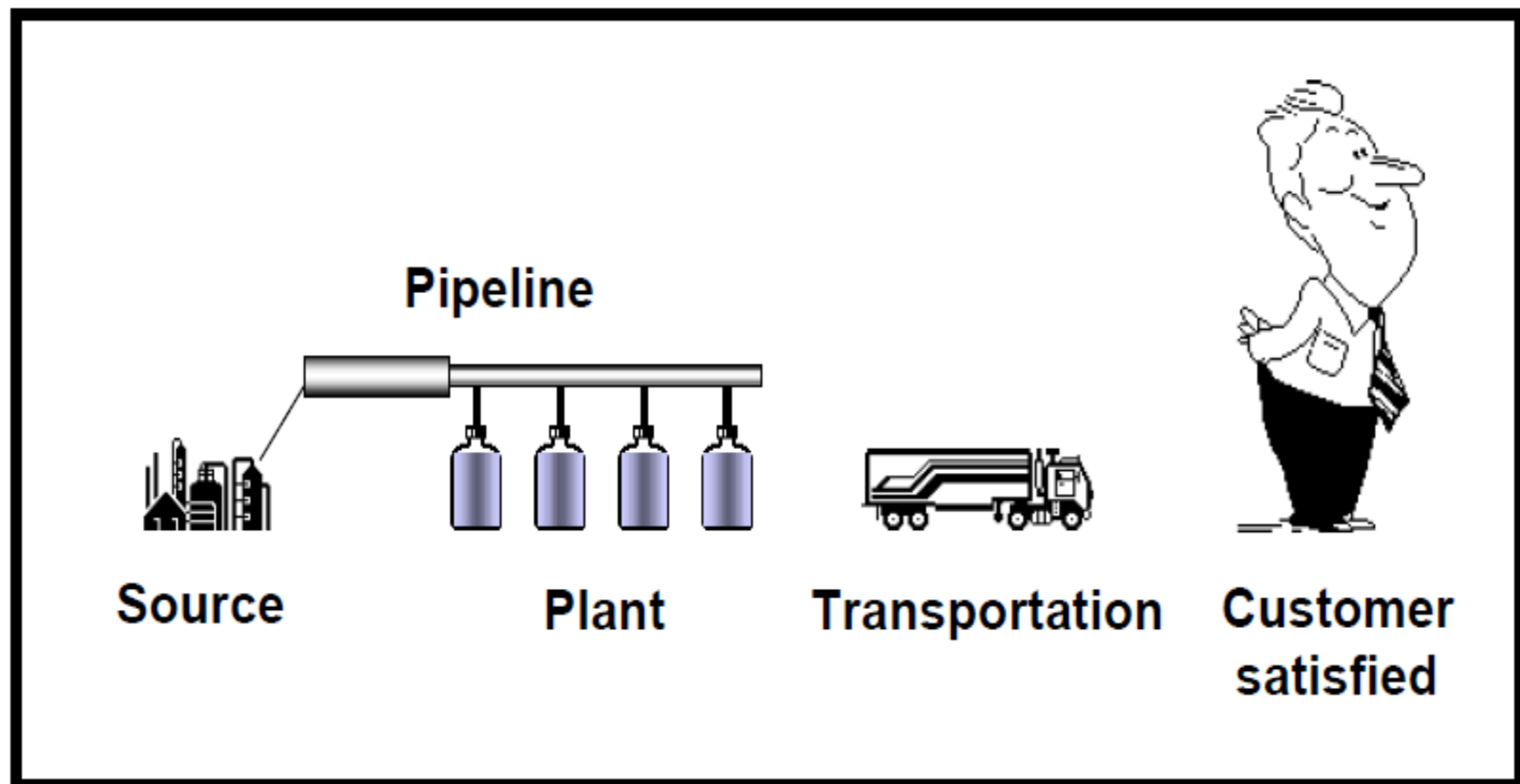


Traditional = People doing whatever they can to get results

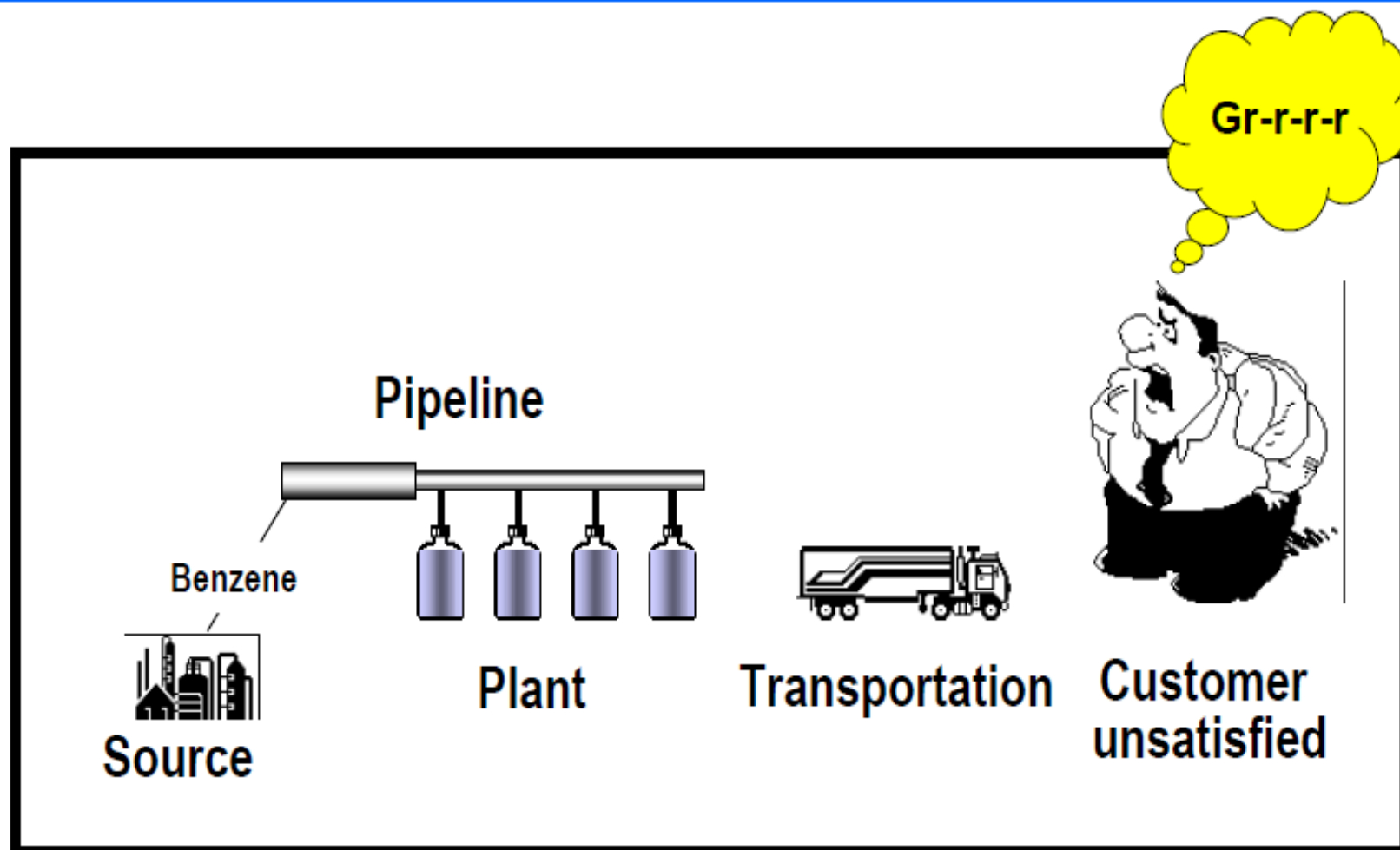


# Mike's Mineral Water Company

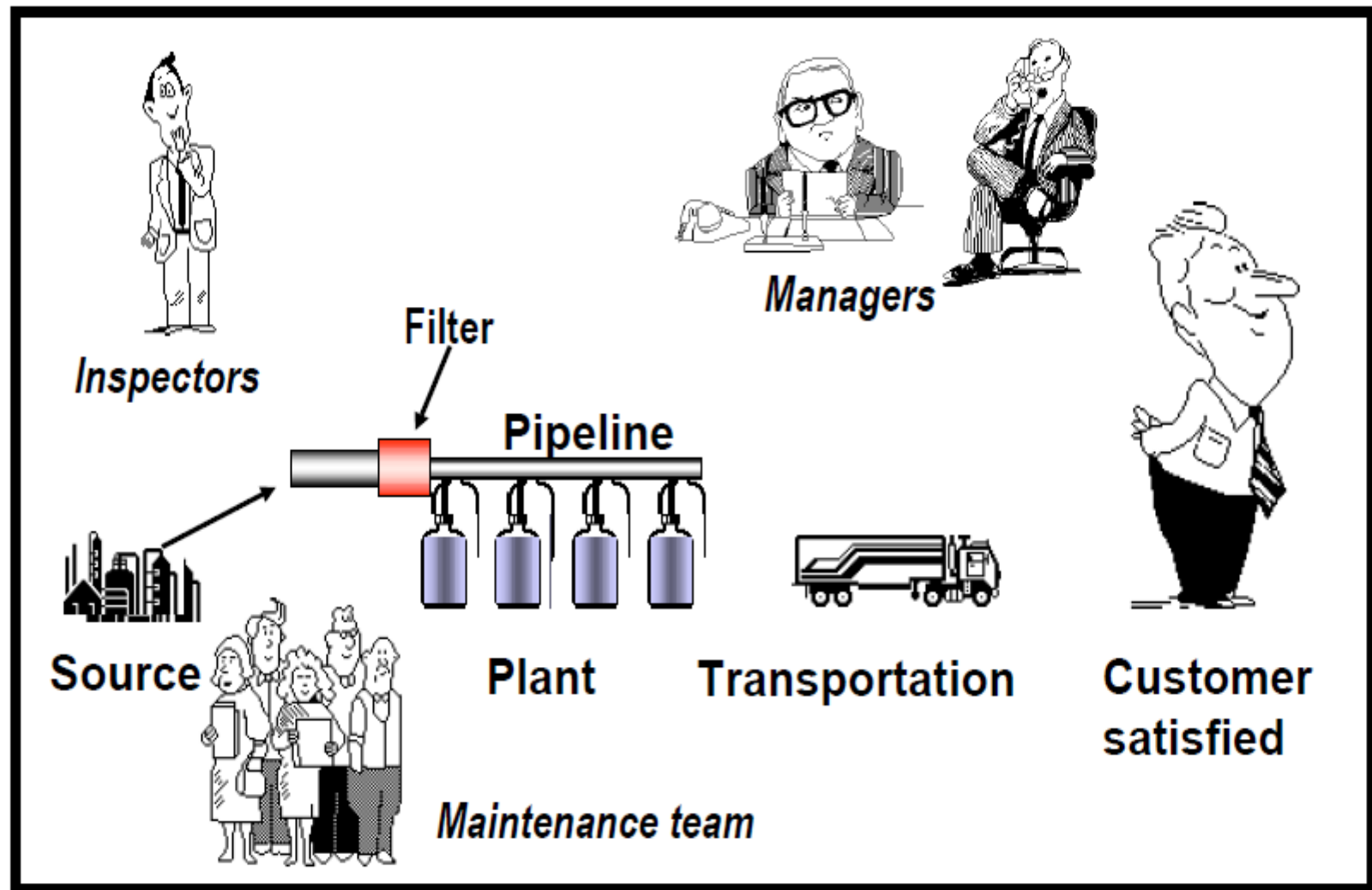
---



# Mike's Mineral Water Company



# Mike's Mineral Water Company



# Process and results, old paradigm

---

*"I don't care how you do it,  
just get it done !"*

# Process and results, new paradigm

---

- Self-discipline: Apply a common process
- Time Focus: How long does the process take ?
- Skill Focus: What skills are required ?
- Participation: How can I make improvements ?
- Morale: How will changes affect others ?
- Communication: Why changes are made ?

**Process-Oriented = People-Oriented!**

# Balancing Process and Results

---

- Ignoring the process reduces chances for desired results;
- Ignoring results hides long-term strategy and areas for improvement.

# The 3 KAIZEN<sup>®</sup> principles

---

☐ Process and results



☐ Total systems

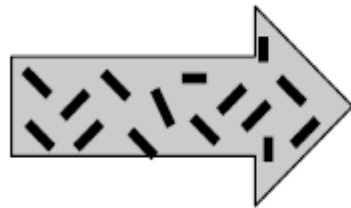
☐ Don't judge / don't blame



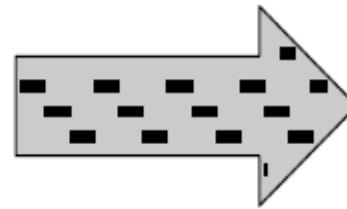
# The 3 KAIZEN<sup>®</sup> principles: total systems

---

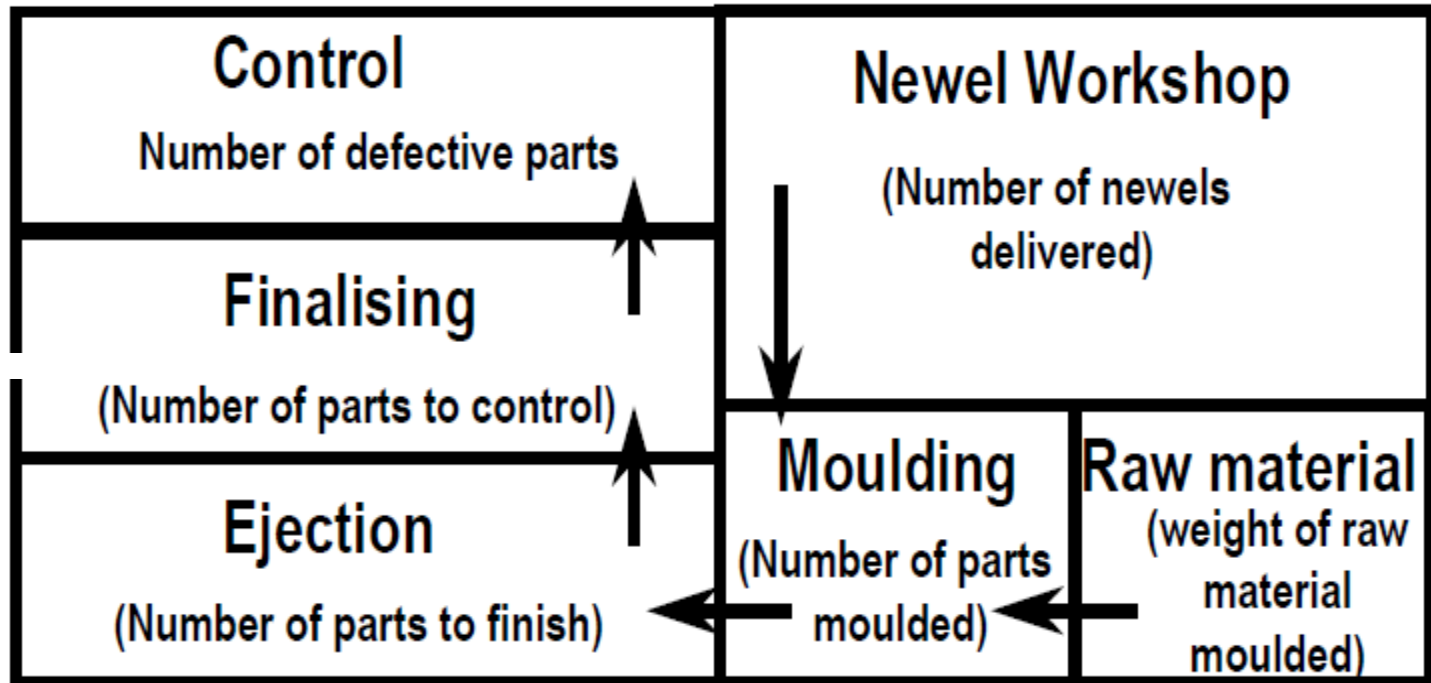
- Stresses integration of Total Systems;
- Appreciates all critical factors.



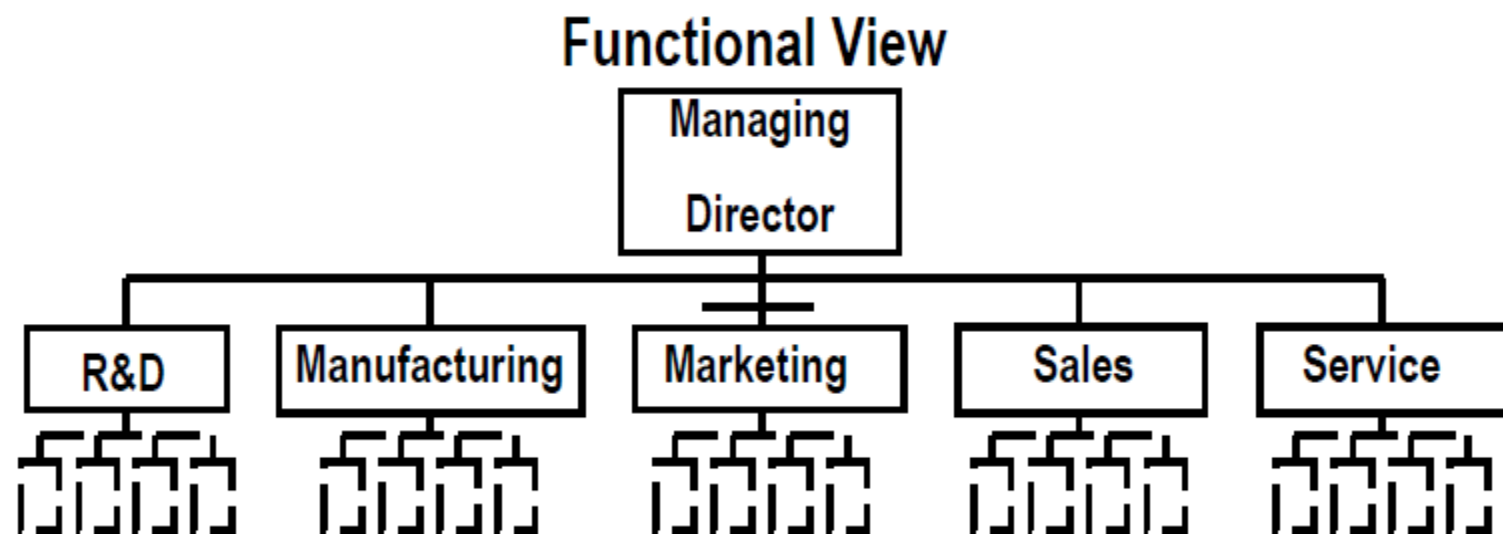
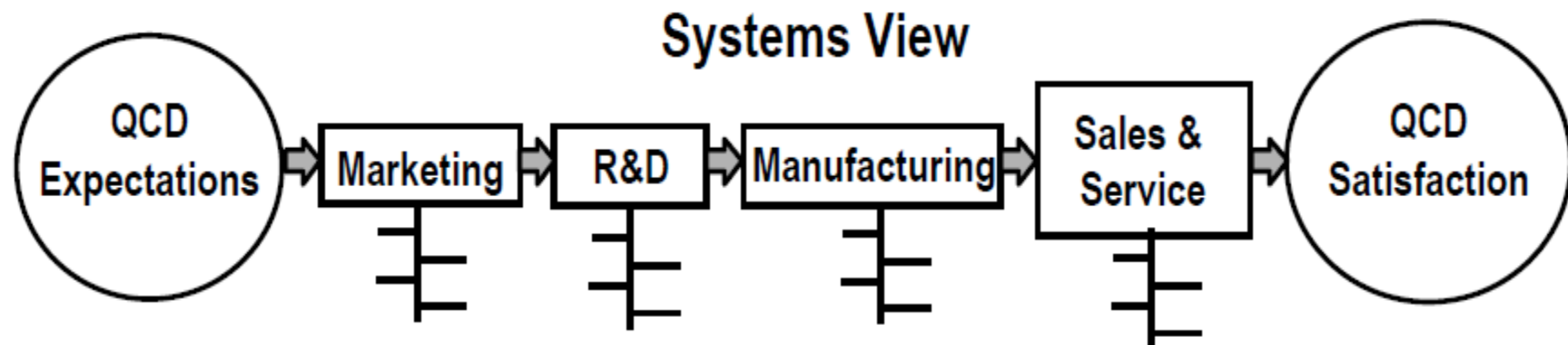
versus



# The plant



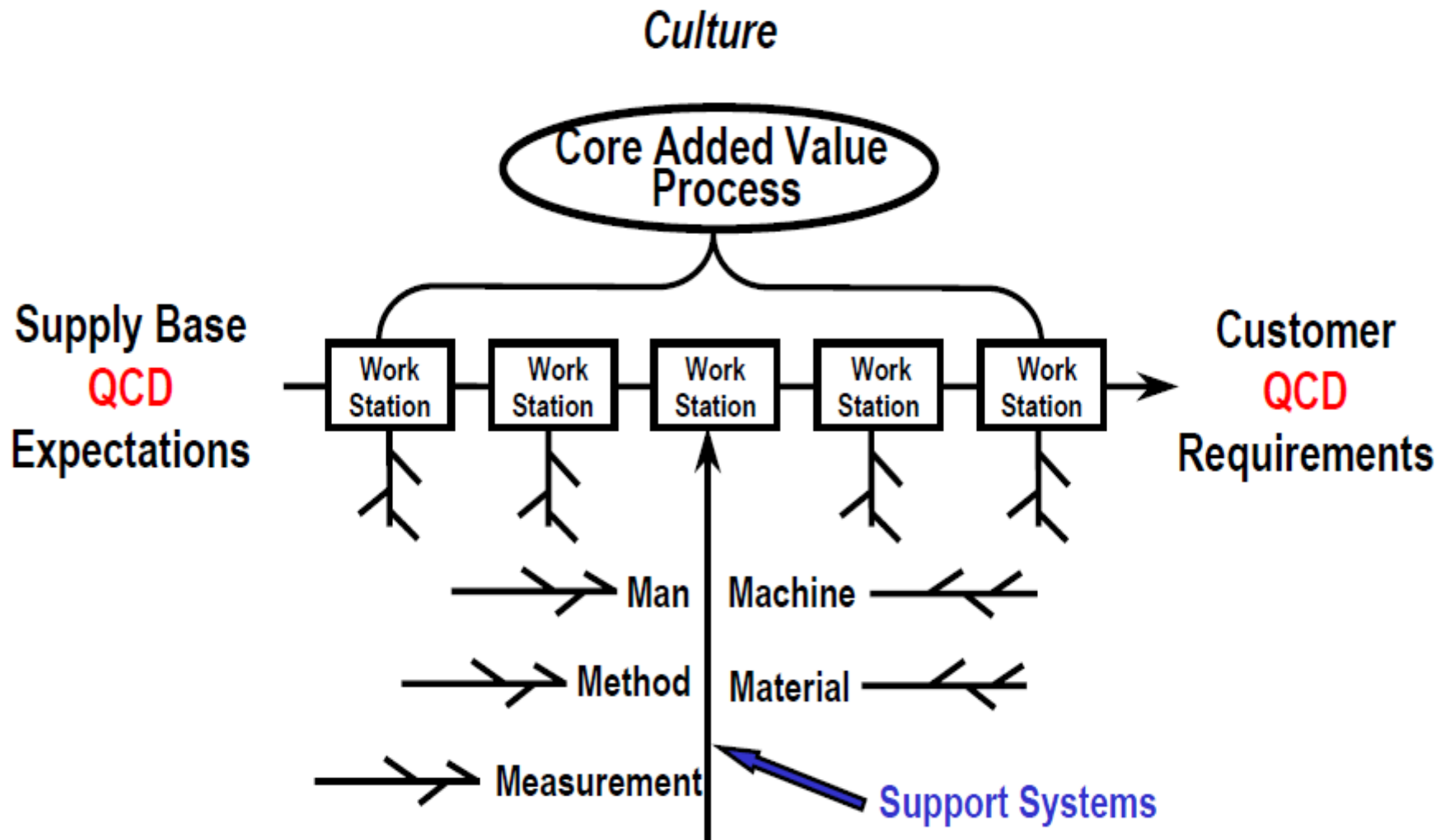
# Total systems



# Global system, old paradigm: functional thinking

- Confused direction;
- Misalignment of resources;
- Excess of conflicts;
- Demotivation of people;
- Passing problems around.

# Model of work system



# The 3 KAIZEN<sup>®</sup> principles

---

☐ Process et results

☐ Total systems



☐ Don't judge / Don't blame

# Inspector 's View

---

## Old paradigm

- After-the-fact critical judgement
- *“Who” is wrong overrides “What” is wrong;*
- Drives people into defensive posture
- Issues are submerged for years
- Creates crisis orientation

# « Don't judge / Don't blame » view

---

## New paradigm

- Allows “real” issues to emerge
- Decreases negative blaming activity
- Increases trust
- Increases quality of communication
- Increases capability



# Welcome Problems ?

---

- Where no problem is perceived, there can be no improvement;
- Problems are a mountain of treasures;
- People are not problems;
- Make people problem-solvers.

**The 1<sup>st</sup> time management gets angry is the last time it will get good data about what's going on !**

# Start with "my" problems

---

Source	Countermeasures	Location
Myself	I can take initiative myself	My work place
		Other's work place
Someone else	I can not take initiative	My work place
		Other's work place

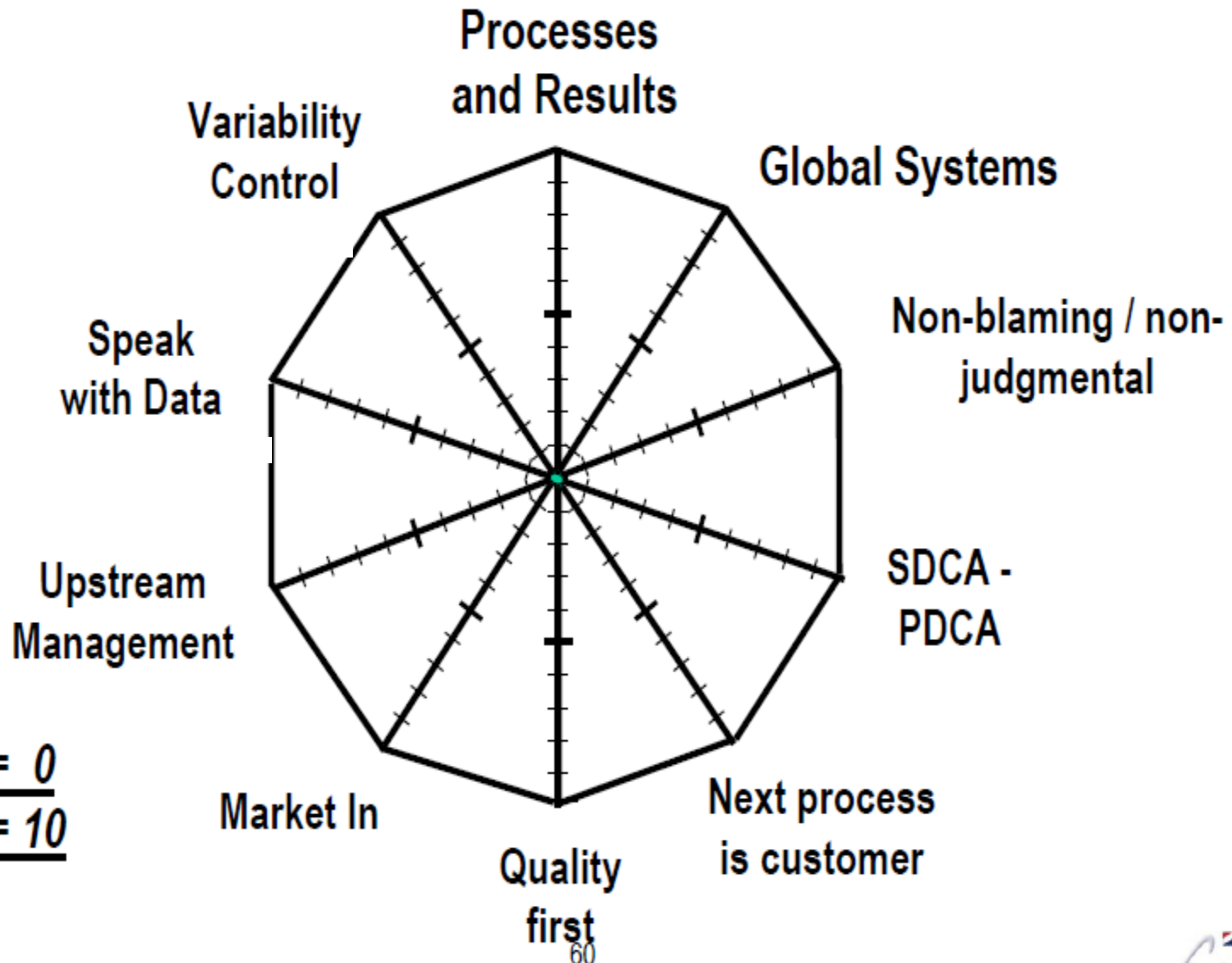
# Change the way you think

---

- Old paradigm                      KAIZEN® Paradigm
- Results                      → Process and Results
- Functional                      → Total Systems
- Blaming                      → Non-blaming

**It is impossible to create KAIZEN – Continual Improvement,  
without creating these 3 changes in thinking**

# Graph Chart



# Kaizen Foundations

---

## 6 – Muda (waste)

# Strategic target of your company

---

- **Profitability ?**
- **Reward shareholders ?**
- **Customers satisfaction ?**
- **Serve society ?**

**Create processes that  
continually satisfy customers**

# Obstacles to success

---

- The **QCD** requirements of the customers are misunderstood
- Abundance of waste in the processes



# Types of Muda

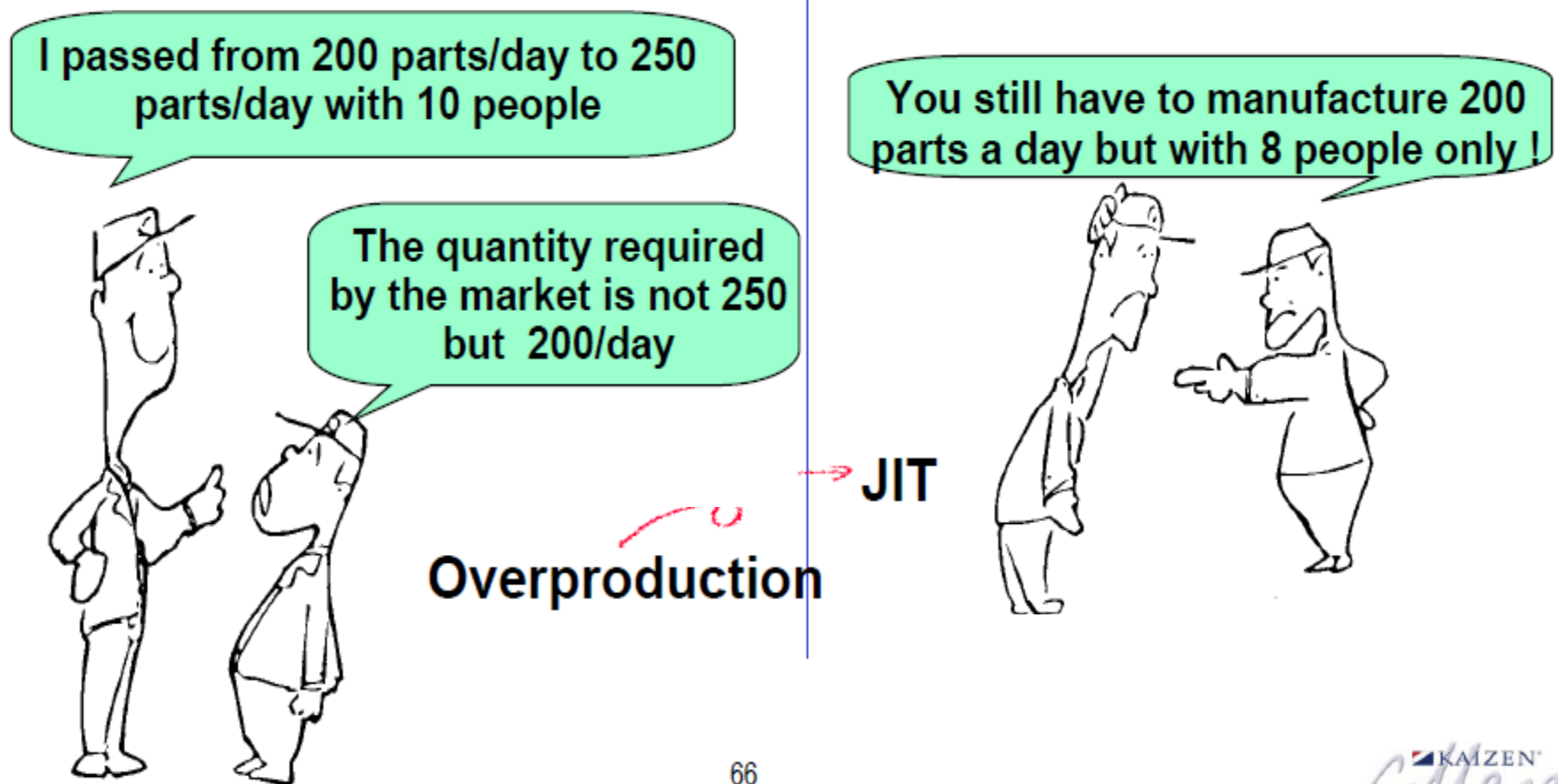
---

## Types of Muda

- Muda of overproduction
- Muda of inventory
- Muda of transportation
- Muda of waiting
- Muda of movement
- Muda of overprocessing
- Muda of defects and rework

# MUDA

## Muda of overproduction (typical example)



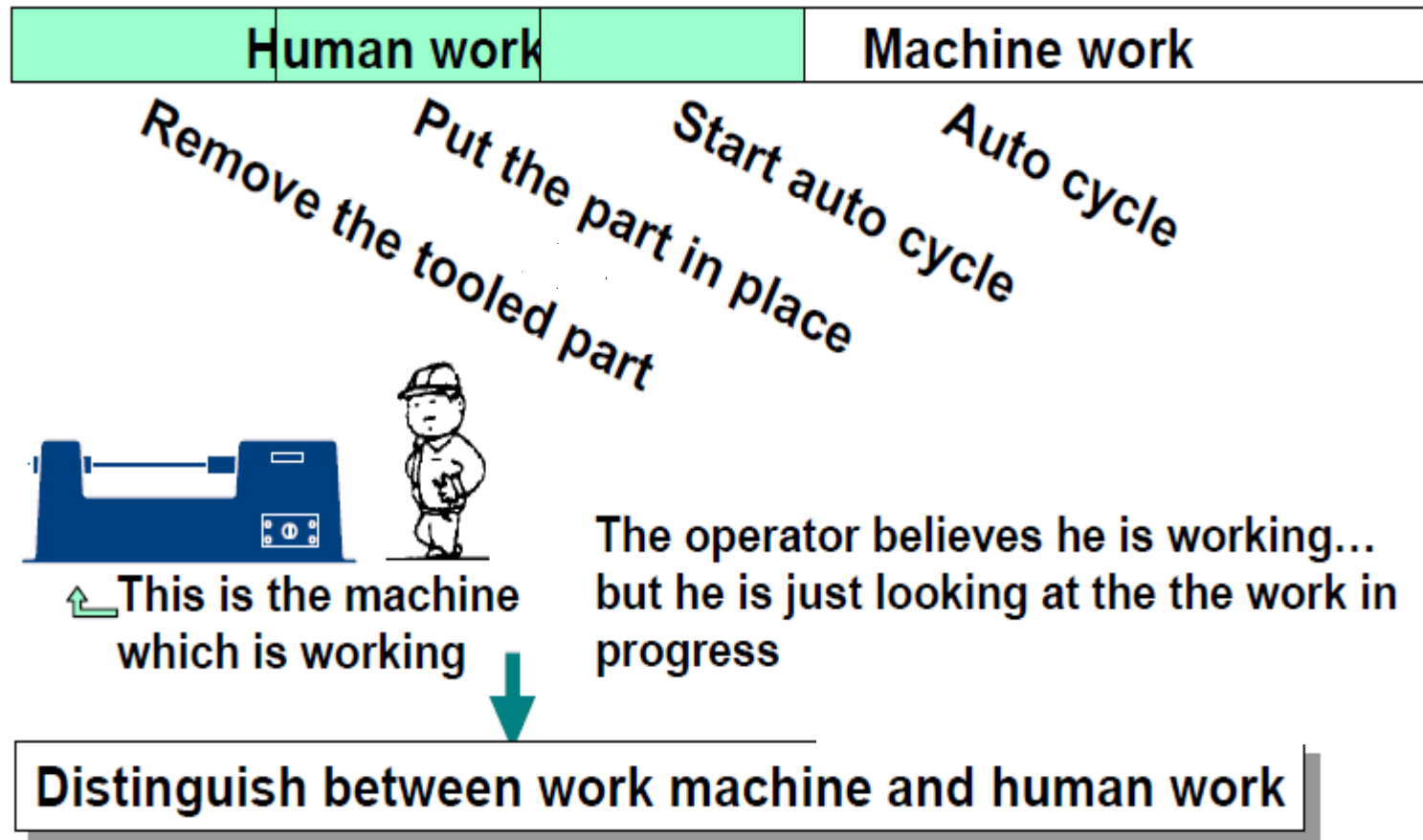
# Muda of overproduction

---



# MUDA

## Muda of waiting (typical example)



# Muda of waiting

---





# Muda of waiting

